

**JOB SATISFACTION DIFFERENCES BY GENDER, SENIORITY AND RANK AMONG  
MEMBERS OF THE MINNEAPOLIS FIRE DEPARTMENT**

STRATEGIC MANAGEMENT OF CHANGE

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## **ABSTRACT**

The problem was that the Minneapolis Fire Department Management Team lacked data on the variation in job satisfaction levels among firefighters of differing gender, seniority or rank. There had been a large number of changes implemented within the department over the proceeding three years, including an increasingly diverse workforce. The purpose of this research was to determine the overall level of job satisfaction among members of the Minneapolis Fire Department and more specifically, to identify any differences in job satisfaction between members of differing gender, seniority or rank. Descriptive research methodology was used to answer the following research questions:

1. What survey questions would effectively measure job satisfaction?
2. What was the overall level of job satisfaction reported by Minneapolis Firefighters?
3. Was there any difference in the level of job satisfaction based on gender among members of the Minneapolis Fire Department?
4. Was there any difference in the level of job satisfaction based on seniority among members of the Minneapolis Fire Department?
5. Was there any difference in the level of job satisfaction based on rank among members of the Minneapolis Fire Department?

The principal procedure used to complete this research consisted of a literature review and a survey instrument given to Minneapolis Firefighters. The Gallup survey model was used to determine the contemporary level of job satisfaction. The survey

was anonymous, but included distinguishing demographic data including gender, seniority and rank.

The results of this research included an analysis of the employee survey instrument, including contemporary levels of job satisfaction. Demographic differences as they relate to the results of the survey were highlighted and differences were identified. Men were slightly more satisfied than women. Newer employees indicated more job satisfaction than employees with more seniority. Battalion Chiefs were the most satisfied group, followed next by firefighters and then Fire Motor Operators. Fire Captains showed the highest level of job dissatisfaction.

The recommendations of this research project included some strategies to address the disparities based on demographics. The management team was advised to engage the department's employees in addressing the challenges for the future as identified by firefighters in the field. Publishing the results of this research effort for review by all members of the department as well as conducting training in the areas of performance review and recognition for supervisors was also recommended. Employee surveys should be administered periodically in order to identify changes in job satisfaction and react to emerging trends. This future research would identify progress based on implementation of any or all of these recommendations.

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## INTRODUCTION

The problem was that the Minneapolis Fire Department Management Team lacked data on the variation in job satisfaction levels among firefighters of differing gender, seniority or rank. There had been a large number of changes implemented within the department over the proceeding three years, including an increasingly diverse workforce. The department had also experienced an unusually high level of turnover due to retirement. The purpose of this research was to determine the level of job satisfaction among members of the Minneapolis Fire Department. In addition, this research attempted to identify any differences in job satisfaction between men and women, the length of time working for the department and the rank of the individual completing the survey. Descriptive research methodology was used to answer the following research questions:

1. What survey questions would effectively measure job satisfaction?
2. What was the overall level of job satisfaction reported by Minneapolis Firefighters?
3. Was there any difference in the level of job satisfaction based on gender among members of the Minneapolis Fire Department?
4. Was there any difference in the level of job satisfaction based on seniority among members of the Minneapolis Fire Department?
5. Was there any difference in the level of job satisfaction based on rank among members of the Minneapolis Fire Department?

## **BACKGROUND AND SIGNIFICANCE**

The Minneapolis Fire Department is a full time, paid professional emergency service organization with an authorized strength of 483 employees. The organization provides service for a metropolitan population of 370,000 people located over 59 square miles. Firefighters responded to 34,456 calls for emergency service in 2000. Emergency medical events accounted for 70 percent of the emergency call load. A new Fire Chief was appointed in July of 1988. One of the first goals of the new administration was to hire a highly qualified and diverse workforce. The department lost 44 employees in 1999 and 56 more in 2000 due to retirement, resignation or discharge. To replace these employees, the department hired 170 new firefighters over a 30-month period from November 1998 to May 2001. This represented a 35.2% employee turnover over 2 ½ years and resulted in the Minneapolis Fire Department becoming much more diverse. This compares with a historical turnover rate of four percent per year.

In the summer of 1999, the Minneapolis Human Resources Department conducted a confidential climate assessment of the Minneapolis Fire Department. This assessment was done as the result of a complaint filed by a female employee. The purpose of the survey was to gather information from firefighters about the overall climate in the fire stations, including living conditions, perceptions and attitudes. A total of 218 personnel participated in the survey.

The results of the climate assessment are included as appendix A. Some of the more significant results were: (a) The rumor mill was very strong and there was a need for sharing of information from management to the stations, (b) there were concerns

about male/female relationships, (c) the hiring process was seen as flawed, and (d) there was a perceived lack of promotions for women and people of color. The management team immediately began a series of initiatives to address the findings of the climate assessment. This research was the first attempt to measure job satisfaction since the climate assessment was completed in 1999.

The climate assessment coupled with the large turnover provided the Fire Chief with a challenging opportunity to re-shape the culture of the Minneapolis Fire Department. This research attempted to identify successes and find areas to focus on in order to insure continuous improvement.

This research related directly to the Change Management Model: Phase IV (evaluate and institutionalize) of the Strategic Management of Change curriculum. This research attempted to monitor and institutionalize the change process as fire department managers attempted to improve the work environment and job satisfaction of employees.

## **LITERATURE REVIEW**

Most of the reviewed literature focuses the responsibility on managers for the creation and maintenance of a positive work environment. The enthusiasm of new firefighters is often met by apathy from supervisors, resulting in firefighter reluctance to submit ideas for improvement and eventually into discontent and indifference according to Bradley (1978). Carter (1991) states the case for creating a positive work environment:

“It is, more often than not, the failure of the fire chief and/or the management team to develop an environment where people want to buy into the success of the organization. It is the manager's job to see that a favorable environment is developed that allows employees to find higher levels of motivation.” Carter (p. 23)

An article in the *Financial Express Newspaper* published in Bombay, India stated “Group morale is especially important to monitor since individuals often take their social cues from their work associates and adapt their own attitudes to conform to those of the group.” (Indian Express Newspapers, 1998)

In their best selling book *Fish!*, Lundin, Paul & Christensen (2000) cite four ways supervisors can improve the work environment in their organizations. They are (a) Choose your attitude, (b) play and have fun, (c) make your customer's day and (d) be present and truly listen to other people. Reichheld (1996) found that aggressive development and training programs as well as career paths that allow for employees to make the most of their education and experience are key to loyalty and retention.

Jack Welch, the retired Chief Executive Officer of General Electric Corporation, focused on employee evaluation as a key to job satisfaction. Welch (2001) found that the lowest scoring item on General Electric's employee survey was the way the company dealt with people who did not perform satisfactorily. The highest scoring item related to the impact the company had on employees and their families.

Jones, George and Hill (2000) defined job satisfaction as the collection of feelings and beliefs that people have about their current job. Employees, who have high job satisfaction generally like their job, feel that they are being fairly treated and



believe that their jobs have many desirable features or characteristics. The authors also stated that “levels of job satisfaction tend to increase as one moves up the hierarchy in an organization.” Jones, et al. (p. 399).

Bavendam Research Incorporated surveyed over 15,000 mostly white-collar employees in the United States in an effort to “create an employee driven, survey-improvement process.” Bavendam (2000) This study identified six measures that influenced job satisfaction. They were: (a) Challenging opportunities at work, (b) low negative stress levels, (c) good leadership in management, (d) employees taking pride in their work, (e) a fair rewards systems and (f) freedom and authority to do their job. According to a business news article from Bombay, India, the most important aspects of job satisfaction include (a) pay, (b) one’s supervisor, (c) the nature of the tasks performed, (d) an employee’s co-worker or team and (e) the immediate working conditions. *Financial Express Newspaper* (1998)

In his book, *The Manager’s Tool Kit*, Charney (1995) listed the following elements that should be measured when doing an employee survey on job satisfaction: (a) Recognition, (b) communications, (c) relationship with the boss, (d) confidence in management, (e) career development, (f) job satisfaction, (g) training and career opportunities, and (h) compensation and benefits. The author also suggests a scale to rate the responses: (a) Strongly agree, (b) agree, (c) neither agree nor disagree, (d) disagree and (e) strongly disagree.

Using the database of over one million interviews of employees including over 100 million individual survey question responses, the Gallup organization set out to figure out what questions were the most effective in measuring job satisfaction. Based

on extensive research, they narrowed the list down by grouping questions based on what attributes that they attempted to measure. Buckingham and Coffman (1999) of the Gallup organization outlined the resulting twelve-question employee survey to measure job satisfaction in their book *First, Break All the Rules*. The twelve questions were:

1. Do I know what is expected of me at work?
2. Do I have the materials and equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the last seven days, have I received recognition or praise for doing good work?
5. Does my supervisor, or someone at work, seem to care about me as a person?
6. Is there someone at work who encourages my development?
7. At work, do my opinions seem to count?
8. Does the mission/purpose of my company make me feel my job is important?
9. Are my co-workers committed to doing quality work?
10. Do I have a best friend at work?
11. In the last six months, has someone at work talked to me about my progress?
12. This last year, have I had opportunities at work to learn and grow?

According to the authors, “These twelve questions are the simplest and most accurate way to measure the strength of a workplace.” Buckingham and Coffman (p.29). This research used the five-step rating scale: (a) Strongly agree, (b) agree, (c) neither agree nor disagree, (d) disagree and (e) strongly disagree.

In an article entitled *“Now what do you want?: Fire Service Motivation”* Gerspach (1989) cited the employee’s relationship with their coworkers, accomplishments and rewards, creativity, autonomy and freedom of action as the keys to job satisfaction. Benson (1987) studied firefighter attitudes about their work. This study looked at the following job satisfaction measures: (a) How does the work environment affects self-esteem, (b) the perception of management as caring for the employee, (c) feedback on job performance from supervisors, (d) focus on quality and (e) employee involvement in decision-making. Arwood (1989) described recognition and positive reinforcement as one of the most important motivational desires of employees. Novak (1990) wrote that listening, sharing information, encouraging participation and promoting a positive attitude are the keys to motivation and a positive work environment.

There have been a number of research efforts by previous Executive Fire Officers on the issues of employee job satisfaction. Lands (1998) conducted a survey using 62 statements that the employees also rated with a 5-step scale from strong agreement to strong disagreement. These statements attempted to measure the level of job satisfaction among members of the Boca Raton, Florida Fire Department in the following nine areas: (a) Job security, (b) recognition for a job well done/ effective feedback, (c) fairness and professionalism of supervisors, (d) having the opportunity to learn and grow, (e) challenging and meaningful work, (f) adequate equipment to do the job, (g) knowledge of what was required of them, (h) opportunity for input and valued placed on the employees opinion and (i) effective communication.

Dean (1997) looked at the effects of leadership styles on job satisfaction. This research used working conditions, communication, financial rewards, advancement opportunities, job security, recognition and sense of achievement. Many authors, including Hutchens (1996) used the term "Internal Customers" to describe employees. Hutchens research identified personal recognition, a sense of involvement and a feeling of community support as important to firefighter's job satisfaction.

Oklahoma City Deputy Chief Gaines (1994) studied the effects of organizational support on job satisfaction and morale. The survey instrument used in this research was based on an Instrumentation Kit from Southern Nazarene University of Bethany, Oklahoma. This survey measured working conditions, job security, individual recognition, incentive programs and the perception of a caring attitude by the fire department for the employee. An earlier attempt to measure employee attitudes by Allwang (1992) used questions related to organizational communications, promotional opportunities, employee evaluation processes, work schedule and labor/management relations. Hamilton (1990) conducted a survey of firefighters working for the Sioux City, Iowa Fire Department. This survey looked at the nature of the work, working conditions, financial rewards, career development, interpersonal relationships and communications. In a research project that measures how job satisfaction correlates to the employee's rank, Corcoran (1995) used management style, union relations, and employee input as benchmarks. This research found that job satisfaction increased as personnel were promoted to higher ranks. At the level of Battalion Chief he noted a drop in job satisfaction from the rank of Captain. Elliott (1993) used the term "job enrichment" to describe the factors that are important to job satisfaction. Using the firefighters of the

Chesapeake Fire Department, he found that personal involvement, a friendly atmosphere, minimal politics and a sense of trust and fairness were essential to job enriched workplaces.

There has been very little research work into the differences between job satisfaction among men and women in the fire service. As a female Fire Lieutenant, Keene (1991) described what it was like to be a female firefighter. Job related stress for women in the fire service was caused in part by the working conditions in the fire station and working relationships with other employees.

In 1999, the Minneapolis Human Resources Department conducted a confidential climate assessment of the Minneapolis Fire Department after a female employee filed a work environment complaint. The purpose of the survey was to gather information from sworn personnel about the overall climate in the fire stations, including living conditions, perceptions and attitudes. A total of 218 personnel from all 20 fire stations participated in the survey. The survey respondents included 21 women. The results of the climate assessment are discussed further in the results of this research and are also included as appendix A.

## **PROCEDURES**

### **Research Methodology**

To answer research question one, a comprehensive literature review was conducted using the Learning Resource Center at the National Fire Academy in Emmitsburg, Maryland. Periodicals and historical research reports written by Executive Fire Officers were reviewed. An Internet search was used in an attempt to find relevant

information from sources around the world. This author's library of management books provided further background information for this research.

The Climate Assessment completed by the Human Resources department in the City of Minneapolis provided some baseline data and a starting point for the questions to be used in the employee survey. Demographic data was compiled in order to compare the employee diversity of the Minneapolis Fire Department in 1998 with data at the end of the year 2001.

To answer research question two, an employee survey was developed using the Gallup organization's model for measuring job satisfaction. This model was validated by the Gallup organization using sophisticated statistical analysis. The survey was completed by 60.69% (264 out of 435) of the fire department's sworn personnel after a one-hour training session. The training included the mission of the fire department, strategic plans for the next 5 years and the current workload of individual fire stations. In an attempt to avoid compromising the results, the survey was answered anonymously. The same individual administered the survey to all 264 participants and they all received the same set of instructions. Subjects of the survey were told that the results would be published in 2002. A copy of this survey is included as Appendix B.

To answer research questions three, four and five, a member of the civilian staff of the fire department compiled individual survey data using a Microsoft Access database. Questions unrelated to this research were included in the survey at the request of the Fire Chief. These questions were grouped together at the end of the survey in order to avoid compromising the validity of the questions used for this research. The answers to the questions in the survey were compiled using the three

variables of gender, seniority and rank. The results of this survey are included as Appendix C through F.

### **Assumptions and Limitations**

. Much of the research done by Executive Fire Officers is more than five years old and focuses on motivation from a management standpoint rather than job satisfaction from the employee's point of view. Previous research efforts measuring job satisfaction among firefighters used various methodologies and lacked consistency for accurate comparison. This research relies on the Gallup model that was not specifically developed for use in government fire departments

The survey instrument used in this research used statements that were modified slightly from the Gallup model. The twelve statements are very close to the Gallup model, but the wording did deviate slightly. Some employees felt rushed to complete the survey. This was as a result of the essay-type questions on the second page, which is not part of this research.

The results of the survey may have been affected by some respondents' lack of concern about the answers they gave or their attempt to interject humor into the process. A review of the documents suggests that this problem may have effected less than 3% of the surveys and should not be statistically significant to the overall results.

### **Definition of Terms**

Diversity: The ratio of white male firefighters to "protected class" members as defined by Federal Equal Opportunity laws. "Protected class" members are made up of women and racial minorities.

Fire Motor Operator: The first promotional rank on the Minneapolis Fire Department. The Fire Motor Operator is the driver of a fire truck.

Gallup method: The 12-question job satisfaction survey developed by the Gallup organization to measure job satisfaction.

Minneapolis Fire Department Management Team: A group of the 30 Chief Fire Officers who make up the management of the Minneapolis Fire Department.

## RESULTS

### **Research Question #1: What survey questions would effectively measure job satisfaction?**

According to the literature, the responsibility for creating a positive work environment falls directly on management. Published management resource books and articles point to several key measures when attempting to assess job satisfaction. The common elements are (a) recognition, (b) communications, (c) relationship with the boss, (d) relationship with co-workers, (e) career development and training, (f) meaningful work and (g) the opportunity to learn and grow.

Welch (2001), Bavendam (2000) and Jones et al. (2000) cited fairness as very important. Charney (1995) and Bavendam (2000) found that confidence in management was part of job satisfaction. Additionally, Bavendam also cited low negative stress levels as a factor in job satisfaction.

Gerspach (1989) cited the employee's relationship with their coworkers, accomplishments and rewards, creativity, autonomy and freedom of action as the keys to job satisfaction. Benson (1987) looked at the following job satisfaction measures: (a)



How does the work environment affects self-esteem?, (b) the perception of management as caring for the employee, (c) feedback on job performance from supervisors, (d) focus on quality and (e) employee involvement in decision-making. Arwood (1989) described recognition and positive reinforcement as two of the most important motivational desires of employees. Novak (1990) wrote that listening, sharing information, encouraging participation and promoting a positive attitude are the keys to motivation and a positive work environment.

Fire departments across the country have attempted to measure overall job satisfaction. Lands (1998) used 62 statements in the following nine areas: (a) Job security, (b) recognition for a job well done/ effective feedback, (c) fairness and professionalism of supervisors, (d) having the opportunity to learn and grow, (e) challenging and meaningful work, (f) adequate equipment to do the job, (g) knowledge of what was required of them, (h) opportunity for input and valued placed on the employees opinion and (i) effective communication. This was the most current and comprehensive document found among the executive fire officer research reports.

A total of five more research reports were found on the subject in the Learning Resource Center at the National Fire Academy. Allwang (1992), Dean (1997 and Hamilton (1990) cited communications and career development as appropriate measures. Allwang also looked at employee evaluations, work schedules and labor management relations. Dean added financial rewards, job security and working conditions and related each to a specific leadership style of the supervisor. Hamilton found that interpersonal relationship, financial rewards and the nature of the work were also important.

Hutchens (1996) discussed the importance of community support, recognition and a sense of involvement by the employee as the three keys to job satisfaction.

Gaines (1994) found that job security, incentive programs and a caring attitude by the department were key elements.

The Gallup organization did extensive research in measuring job satisfaction. Buckingham and Coffman (1999) published the results of this research in their book *First, Break All the Rules*. The twelve questions they found measured job satisfaction most effectively include the measures found in a majority of the literature. They are:

1. Do I know what is expected of me at work?
2. Do I have the materials and equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the last seven days, have I received recognition or praise for doing good work?
5. Does my supervisor, or someone at work, seem to care about me as a person?
6. Is there someone at work who encourages my development?
7. At work, do my opinions seem to count?
8. Does the mission/purpose of my company make me feel my job is important?
9. Are my co-workers committed to doing quality work?
10. Do I have a best friend at work?
11. In the last six months, has someone at work talked to me about my progress?
12. This last year, have I had opportunities at work to learn and grow?

These twelve statements formed the basis for the survey instrument used for this research. The Gallup survey includes most of the measures found in the literature and previous Executive Fire Officer research reports.

**Research Question #2: What was the overall level of job satisfaction reported by Minneapolis Firefighters?**

The full results of the survey are reported in Appendix B. Using the Gallop method, Minneapolis Fire Department employees reported strong agreement with the statements numbered 1, 2, 3, 5, 8, 9, 10 and 12. Six percent or less of the respondents disagreed with these 8 statements.

Table 1 outlines the four statements with the highest levels of disagreement. These four statements scored the highest disagreement levels among all 12 statements on the survey regardless of gender, seniority or rank.

Table 1

Highest Disagreement with Survey Statements

| <u>Statement Number</u>   | <u>Disagreement Percentage</u> |
|---|--------------------------------|
| 6. There is someone in the fire department who encourages my development.       | 12%                            |
| 7. My opinions seem to count on the fire department.                            | 22%                            |
| 4. In the last month, I have received recognition for doing good work.          | 24%                            |
| 11. I have talked to someone about my progress since the beginning of the year. | 27%                            |

Table 2 shows the statements that had the highest level of unsure/no response answers. The remainder of the statements had less than 15% of the respondents' mark the Unsure/ no-response box.

Table 2

Statements with the Highest Level of Unsure/No Response Answers

| Statement Number  | Percentage Unsure/No Response |
|---|-------------------------------|
| 7. My opinions seem to count on the fire department.                      | 43%                           |
| 4. In the last month, I have received recognition for doing good work.    | 22%                           |
| 5. My supervisor seems to care about me as a person.                      | 20%                           |
| 6. There is someone in the fire department who encourages my development. | 17%                           |

**Research Question #3: Was there any difference in the level of job satisfaction based on gender among members of the Minneapolis Fire Department?**

The full results for this research question are in Appendix C. There has been very little research work into the differences between job satisfaction among men and women in the fire service. As a female Fire Lieutenant, Keene (1991) described what it was like to be a female firefighter. Job related stress for women in the fire service was caused in part by the working conditions in the fire station and working relationships with other employees.

In 1999, the Minneapolis Human Resources Department (1999) conducted a confidential climate assessment of the Minneapolis Fire Department. This was done as a result of a work environment complaint filed by a female Captain. The purpose of the

survey was to gather information from sworn personnel about the overall climate in the fire stations, including living conditions, perceptions and attitudes. A total of 218 personnel from all 20 fire stations participated in the survey. The survey respondents included 21 women. The full summary of results from the climate assessment is included as Appendix A.

Women reported some work environment problems during these interviews. Fifty- seven percent of women said that they do not feel equal to their male counterparts and 15% of men “acknowledged the difficulty for women to gain respect, be accepted or viewed as equal.” Minneapolis Human Resources Department (1999) Over half of the women interviewed hated the conditions and relationships at one specific fire station. The problem with the environment at this fire station was addressed by management in 1999 and was not present when this research was conducted in 2001.

This research did not attempt to repeat the questions that lead to the findings of the 1999 climate assessment. The questions asked during the climate assessment were not validated and do not directly relate to this research. For this reason, this research can only be causally compared to the climate assessment of 1999.

Men and women answered statements 1, 5, 7, 9, 10, 11 and 12 within one percent of each other. These statements indicate that a majority of the statements on the survey did not show any difference between men and women. Women answered some of the statements in the survey differently than men. Women answered statement 11 with less disagreement, or more favorably than men did. Table 3 includes those statements that had higher levels of disagreement from women as opposed to men.

Overall, 10.75% of the responses by women and 9.42% of the responses by men to any of the 12 statements were marked as disagree or strongly disagree.

Table 3.

Disagreement with Survey Statements by Gender

| <u>Statement</u>  | <u>Women</u> | <u>Men</u> |
|---|--------------|------------|
| In the last month, I received recognition for doing good work.              | 31 %         | 23 %       |
| There is someone in the fire department who encourages my development.      | 14 %         | 11 %       |
| At work, I have the opportunity to do what I do best.                       | 9 %          | 5 %        |
| The mission of the fire department makes me feel like my work is important. | 9 %          | 4 %        |
| I have the tools and equipment I need to do my job.                         | 7 %          | 3 %        |

**Research Question #4: Was there any difference in the level of job satisfaction based on seniority among members of the Minneapolis Fire Department?**

The full results for this research question are in Appendix D. No previous research was found that compared the level of job satisfaction between employees with differing seniority or tenure working for a fire department. This research divided the survey respondents into 5 groups based on their tenure with the department. These groups were chosen based on demographics in an attempt to balance the number of respondents in each group. Table 4 outlines each group's size along with the percentage of the overall responses that disagreed or strongly disagreed with any of the statements in the survey. The percentage figure in Table 3 was arrived at by adding the

percentage of responses to each question that fell into the disagree or strongly disagree boxes and dividing the result by the 12 statements contained in the survey instrument. These findings showed an increasing level of disagreement with the statements and a lower level of job satisfaction as the employee has more time on the job.

The exception to this trend observation is the most experienced group (with over 16 years on the job) shows slightly less dissatisfaction than the 11 to 15-year group. It should also be noted that the oldest group contains no women.

Table 4

Disagreement with Survey Statements Based on Seniority

| <u>Years of Service</u> | <u># of surveys</u> | <u>Disagree</u> | <u>Strongly Disagree</u> |
|-------------------------|---------------------|-----------------|--------------------------|
| Less than 2             | 51                  | 6.33 %          | .50 %                    |
| 2-5 years               | 47                  | 6.50 %          | 0 %                      |
| 6-10 years              | 53                  | 7.92 %          | 1.66 %                   |
| 11-15 years             | 54                  | 9.92 %          | 3.58 %                   |
| 16+ years               | 57                  | 9.50 %          | 2.42 %                   |

**Research Question #5: Was there any difference in the level of job satisfaction based on rank among members of the Minneapolis Fire Department?**

The full results for this research question are in Appendix E. Jones, et al. (2000) state that job satisfaction tends to increase as one moves up the hierarchy in an organization. This position is supported in research done by Corcoran (1995) into job

satisfaction as it relates to rank. Corcoran found that job satisfaction increased from the rank of firefighter up to the rank of Captain.

This research did not support the literature and past research regarding job satisfaction among firefighters of differing ranks. Battalion Chiefs were the most satisfied rank, followed by Firefighter and Fire Motor Operator. Fire Captains showed the lowest level of job satisfaction as demonstrated by the results outlined in table 5.

Table 5

Disagreement with Survey Statements Based on Rank

| <u>Rank</u>         | <u># of surveys</u> | <u>Disagree</u> | <u>Strongly Disagree</u> |
|---------------------|---------------------|-----------------|--------------------------|
| Battalion Chief     | 8                   | 1.00 %          | 0.00 %                   |
| Captain             | 71                  | 10.25%          | 1.58 %                   |
| Fire Motor Operator | 55                  | 7.83 %          | 2.42 %                   |
| Firefighter         | 129                 | 7.33 %          | 1.67 %                   |

## **DISCUSSION**

There are many opinions in the literature about how to measure job satisfaction. The common elements are (a) recognition, (b) communications, (c) relationship with the boss, (d) relationship with co-workers, (e) career development and training, (f) meaningful work and (g) the opportunity to learn and grow. It is also clear that individual employees are motivated and find satisfaction in different ways. Management is left with the responsibility of finding out what each individual wants from their work environment



and finding a way to meet those needs while keeping the goals of the organization in mind.

The Gallup organization identified the most important elements in job satisfaction and then validated a set of 12 questions that identify the factors that are most important to measure in any organization. This model was used to evaluate the Minneapolis Fire Department because it was validated using thousands of employees from across the nation and it also captured the most important elements in job satisfaction identified by other experts in the field.

Overall, the job satisfaction level on the Minneapolis Fire Department was very good. Employees reported strong agreement with 8 out of the 12 statements. There are a few areas that show room for improvement. The four statements that scored the highest disagreement level can all be related to communication issues between supervisors and their subordinates. The department's supervisors need to work on communicating both positive and negative performance feed back to employees more effectively.

The unsure/no response category was very high for statement seven, with a total of 43% of all respondents marking this box. This statement said: "My opinions seem to count on the fire department." This could be related to the nature of the firefighter's job in a paramilitary organization. This hierarchical structure is especially evident on an emergency scene where the expectation is that orders are followed immediately and without discussion. This environment is less structured in the fire stations away from emergency events. This difference could lead to some confusion with this statement

among firefighters as opposed to other professions surveyed by the Gallup organization.

Women were slightly less satisfied with the work environment than men. Overall, women disagreed with any of the statements 10.75% of the time. This compares with a disagreement score of 9.5% for men. Seven of the statements received nearly identical scores between men and women. The one statement that showed the biggest disparity between men and women was related to receiving recognition for doing good work. In scoring this statement, women disagreed 31% of the time and men disagreed 23% of the time. This difference is significant and could be related to the reluctance of men to acknowledge women for doing good work, especially in the presence of other men. This also came out during the climate assessment as a feeling among women that they needed to perform at a higher level than men to be accepted as firefighters. This problem seems to have decreased significantly since the climate assessment in 1999.

When the data from this research is sorted by seniority, the Minneapolis Fire Department shows decreasing job satisfaction as the tenure of the employee increases. Employees with less than 5 years on the job disagreed with any statement less than 7% of the time. This represents the most satisfied group of employees and corresponds with the fact that firefighters overall are more satisfied than promoted personnel. People who had worked for the fire department for 6-10 years disagreed with any of the statements 9.6 % of the time. The 11-15 year group was the most dissatisfied with a disagreement score of 13.5%. The oldest group of people who had 16 or more years on the job disagreed 12% of the time. Two factors to keep in mind when reviewing this

data are that promoted personnel have more seniority as a group than firefighters and the most senior group contained no women.

Promoted fire personnel were also less satisfied than employees holding lower ranking positions were. Firefighters disagreed with any of the statements 9 % of the time, Fire Motor Operators were scored at 10.25 % disagreement and Captains were most dissatisfied at 11.75 %. Switching this trend, Battalion Chiefs were very satisfied, with only one chief reporting disagreement with one statement on the survey.

This data regarding seniority and promotional ranks contradicts the contemporary literature which holds that employees tend to become more satisfied as they progress in their career and are promoted to higher ranks. There is no current data available from other fire service organizations regarding differences in job satisfaction as it relates to seniority or promotion for comparison to this research.

## **RECOMMENDATIONS**

As was done with the Climate Assessment findings in 1999, the results of this research should be published and widely distributed for the benefit of the members of the department. Committees made up of fire personnel of all ranks should develop recommendations to address the areas where improvement can be made in job satisfaction.

Supervisors need training in performance feedback to more effectively communicate both positive and negative feed back to employees. All supervisors should use informal coaching and praise more often at work. Supervisors should work

on employee development plans for each of their direct reports to address the perception among some firefighters that there is no one encouraging their development.

The department needs to continue the process of addressing the disparity of opinions between men and women regarding the level of job satisfaction. The level of dissatisfaction was significantly reduced from 1999 to 2001. The successful work that has been done in this area needs to be continued in a continuing effort to address the concerns of women firefighters on the department.

The job satisfaction survey should be given to employees working on the Minneapolis Fire Department every two years. This would allow management and labor to identify trends and measure the success or failure of improvement efforts over time. New areas for improvement may be identified. Future research should be done in an attempt to explain why more senior and promoted personnel among members of the Minneapolis Fire Department are less satisfied and compare these results with data from other career fire departments.

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## Appendix A

### **Minneapolis Fire Department Analysis of Climate Assessment Survey Data**

#### Background:

The purpose of this survey was to gather information from the Minneapolis Fire Department (MFD) sworn personnel about the overall climate in the fire stations including living conditions, perceptions and attitudes. From this information, the Fire Department will be better able to assess the strengths and needs of its staff. The entire process was confidential. Respondents cannot be traced, and their participation was voluntary. Every effort was made to elicit genuine responses from respondents.

There were 218 sworn personnel from 20 different fire stations who participated in the survey. The participants generally reflected the entire MFD workforce. Each interview lasted approximately 47 minutes.

#### Tabulation of Participants by Race and Gender

| Race             | Male | Female | Gender not<br>Indicated | Total |
|------------------|------|--------|-------------------------|-------|
| White            | 121  | 16     | 1                       | 138   |
| African American | 30   | 1      | 2                       | 33    |
| Hispanic         | 5    | 0      | 0                       | 5     |
| Asian American   | 3    | 0      | 0                       | 3     |
| American Indian  | 8    | 0      | 1                       | 9     |
| Race not Stated  | 20   | 4      | 6                       | 30    |
| Total            | 187  | 21     | 10                      | 218   |



### Summary of the Findings

The overall results indicate that the climate of the Fire Department is generally upbeat and optimistic.

1. Eighty-one percent of the respondents think the new administration is doing a good job.
2. Eighty-six percent of the respondents said they take pride in being a firefighter.
3. Eighty-nine percent of the responses to six open-ended questions used the word “optimistic” (or a synonym) to describe how the respondents felt about the Fire Department.
4. Most firefighters are pleased with the general work environment (66.9% across all open-ended responses). The remainder said that they would like to see improvements in buildings/physical plants (14.9%), living conditions including cleanliness, parking and building security (11.1%), and better, safer equipment; e.g., 4-person crew instead of 3-person crew (8.4%).
5. Twenty-four respondents (13%) would like to have a better relationship with senior staff and administration. This is a fairly large group when considering they responded to this question in an open-ended format. Nine others expressed feelings of isolation and disconnectedness.
6. Seventy-four and one-half percent of the respondents described interactions as positive among firefighters in their station. This response rate is consistent across all racial groups. Seventy-four respondents (39.4%) believe, however, that people of color have different experiences in the Fire Department than the white firefighters. Fourteen percent of the white male respondents said that they are

treated differently than minority firefighters, and believe they are expected to carry more of the responsibility. Some white males describe feeling undervalued, scapegoated and vulnerable. Twenty-five percent of the respondents who identified themselves as people of color report a lack of support and a scarcity of role models.

7. There were 95.8% respondents who said they are aware of the proper procedure to report policy violations within the department; 82.4% said they have never filed a complaint. Only ten individuals said they filed a complaint within the last two years.
8. There were 39.2% respondents who expressed acceptance of firefighters regardless of sexual orientation. There were 45.9% respondents who believe homosexual/bisexual firefighters encounter special problems fitting into the work environment. Younger respondents, regardless of gender or race, were more comfortable with different sexual orientations than older respondents.
9. Fifty-seven percent of the female respondents said they do not feel equal to their male counterparts. Fifteen percent of the male respondents acknowledged the difficulty for women to gain respect, be accepted, or viewed as an equal.
10. Fifty-seven percent of the female respondents who had worked at Station #8 seemed to literally hate the conditions and relationships at Station #8. Males who attempted to befriend women firefighters at that location corroborate this information. The word “*fear*” best describes the reported incidents.
11. Some respondents also want to see department level policies and practices change. The proposed changes broke out into four major categories:
  - Hiring process- not being fair to all, needing higher standards for success.
  - Diversity – various opinions from “get ride of diversity” to praising it.

- Employment testing – fear that the “reach down” procedure allows administration to select friends, minorities and women who are not qualified.
  - Open-door policy – concerns about usurping chain of command.
12. Respondents had mixed feelings of Bell Curve Staffing. One segment of the population is supportive, while another group adamantly opposes the idea. Closer examination of the data reveals long-term employees are most opposed to the process (especially Fire Captains and Battalion Chiefs). The issue is overtime. Younger employees are more committed to Bell Curve Staffing because they see that the process was instrumental in bringing them into the department.

### General Recommendations

1. The administration should continue to foster respect and make themselves available to the rank and file.
2. Sharing of information is of major importance. Based on survey data, the rumor mill is very powerful and may be one of the primary sources of negativity. Setting up more regular and user-friendly communication systems should help dispel rumors and misinformation.
3. The hiring process generated emotional responses from many respondents. Specific concerns addressed test standards, used of expanded certification, and unfair selections. The Human Resources Department and the MFD need to work together to better explain and justify the testing and hiring processes, and the value of using expanded certification when needed.

4. The finding that male-female relationships are strained must be addressed and dealt with in a positive manner. Nowhere is this more apparent than in the comments addressing the lack of self-confidence in female staff. Working with the Minnesota Women's Firefighter Association and/or the Fire Department's Diversity Committee would be an excellent starting point.
5. The Fire Department should take every opportunity to promote qualified women and people of color to the upper ranks, thus providing role models for new employees.  
NOTE: When the survey was taken, none of the 1999 Fire Captain promotions had occurred. Since that time, Chief Forté has promoted 35 Firefighters to Fire Captain; 11 of them are women, and 14 of the new Captains are people of color.
6. The negative comments about Station #8 warrant further study and possible intervention; e.g., specific training session, change in supervisory/managerial personnel, procedure changes, etc.
7. The living conditions in the stations should be evaluated for needed maintenance and upgrades and budgeted for as needed.
8. Two other issues warrant closer examination. Rookie firefighters are being subjected to pranks, teasing, or hazing. About ten percent of the respondents said they had seen pornographic material at work. Both issues could have damaging consequences. Allegations of these activities should be promptly investigated and handled appropriately.

## APPENDIX B

## Survey Response Overall

|  | <u><a href="#">Strongly Agree</a></u> | <u><a href="#">Agree</a></u> | <u><a href="#">Disagree</a></u> | <u><a href="#">Strongly Disagree</a></u> | <u><a href="#">Unsure/No Response</a></u> |
|--|---------------------------------------|------------------------------|---------------------------------|--|---|
| <b>Question 1 – I know what is expected of me at work.</b>                                     | 66 %                                  | 33 %                         | 0 %                             | 0 %                                      | 1 %                                       |
| <b>Question 2 – I have the tools and equipment I need to do my job.</b>                        | 36 %                                  | 53 %                         | 4 %                             | 0 %                                      | 7 %                                       |
| <b>Question 3 – At work, I have the opportunity to do what I do best.</b>                      | 20 %                                  | 59 %                         | 6 %                             | 0 %                                      | 15 %                                      |
| <b>Question 4 – In the last month, I received recognition for doing good work.</b>             | 9 %                                   | 44 %                         | 18 %                            | 6 %                                      | 22 %                                      |
| <b>Questions 5 - My supervisor seems to care about me as a person.</b>                         | 27 %                                  | 48 %                         | 3 %                             | 2 %                                      | 20 %                                      |
| <b>Question 6 – There is someone in the fire department that encourages my development.</b>    | 18 %                                  | 53 %                         | 10 %                            | 2 %                                      | 17 %                                      |
| <b>Question 7 – My opinions seem to count in the fire department.</b>                          | 6 %                                   | 30 %                         | 17 %                            | 5 %                                      | 43 %                                      |
| <b>Question 8 – The mission of the fire department make me feel like my work is important.</b> | 29 %                                  | 54 %                         | 3 %                             | 2 %                                      | 12 %                                      |

|  | <u>Strongly Agree</u> | <u>Agree</u> | <u>Disagree</u> | <u>Strongly Disagree</u> | <u>Unsure/No Response</u> |
|--|-----------------------|--------------|-----------------|--------------------------|---------------------------|
| <b>Question 9 – My co-workers are committed to doing quality work and providing good service.</b>  | 28 %                  | 56 %         | 5 %             | 0 %                      | 11 %                      |
| <b>Question 10 – I have a good friend at work.</b>   | 42 %                  | 45 %         | 5 %             | 0 %                      | 8 %                       |
| <b>Question 11 - I have talked with someone about my progress since the beginning of the year.</b> | 19 %                  | 42 %         | 25 %            | 2 %                      | 12 %                      |
| <b>Question 12 – I have had the opportunity at work to learn and grow over the past year.</b>      | 27 %                  | 62 %         | 2 %             | 2 %                      | 7 %                       |
| <b>Question 13 – Having 4 people on every rig is very important.</b>                               | 66 %                  | 23 %         | 1 %             | 0 %                      | 10 %                      |
| <b>Question 14 – There are too many people in the administration.</b>                              | 11 %                  | 18 %         | 17 %            | 4 %                      | 50 %                      |
| <b>Question 15 – The fire department provides good customer service.</b>                           | 49 %                  | 47 %         | 1 %             | 0 %                      | 3 %                       |
| <b>Question 16 – Fire prevention and fire education is part of my job.</b>                         | 32 %                  | 60 %         | 3 %             | 1 %                      | 4 %                       |

## APPENDIX C

## Survey Response by Gender

|   | <u><a href="#">Strongly Agree</a></u> | <u><a href="#">Agree</a></u> | <u><a href="#">Disagree</a></u> | <u><a href="#">Strongly Disagree</a></u> | <u><a href="#">Unsure/No Response</a></u> |
|---|---------------------------------------|------------------------------|---------------------------------|--|---|
| <b>Question 1 – I know what is expected of me at work.</b>  |                                       |                              |                                 |  |   |
| Male  | 68 %                                  | 31 %                         | 0 %                             | 0 %                                      | 1 %                                       |
| Female  | 58 %                                  | 40 %                         | 0 %                             | 0 %                                      | 2 %                                       |
| Gender not filled out   | 0 %                                   | 100 %                        | 0 %                             | 0 %                                      | 0 %                                       |
| <b>Question 2 – I have the tools and equipment I need to do my job.</b>                           |                                       |                              |                                 |  |   |
| Male  | 38 %                                  | 52 %                         | 3 %                             | 0 %                                      | 7 %                                       |
| Female  | 30 %                                  | 54 %                         | 7 %                             | 0 %                                      | 9 %                                       |
| Gender not filled out   | 0 %                                   | 100 %                        | 0 %                             | 0 %                                      | 0 %                                       |
| <b>Question 3 –At work, I have the opportunity to do what I do best.</b>                          |                                       |                              |                                 |  |   |
| Male  | 23 %                                  | 58 %                         | 5 %                             | 0 %                                      | 14 %                                      |
| Female  | 12 %                                  | 63 %                         | 9 %                             | 0 %                                      | 16 %                                      |
| Gender not filled out   | 0 %                                   | 33 %                         | 33 %                            | 0 %                                      | 34 %                                      |
| <b>Question 4 – In the last month, I received recognition for doing good work.</b>                |                                       |                              |                                 |  |   |
| Male  | 9 %                                   | 44 %                         | 16 %                            | 7 %                                      | 24 %                                      |
| Female  | 9 %                                   | 46 %                         | 26 %                            | 5 %                                      | 14 %                                      |
| Gender not filled out   | 33 %                                  | 0 %                          | 33 %                            | 0 %                                      | 34 %                                      |
| <b><u>Questions 5 - My supervisor seems to care about me as a person.</u></b>                     |                                       |                              |                                 |  |   |
| Male  | 28 %                                  | 48 %                         | 4 %                             | 1 %                                      | 19 %                                      |
| Female  | 16 %                                  | 51 %                         | 0 %                             | 5 %                                      | 28 %                                      |
| Gender not filled out   | 67 %                                  | 0 %                          | 0 %                             | 33 %                                     | 0 %                                       |
| <b><u>Question 6 – There is someone in the fire department that encourages my development</u></b> |                                       |                              |                                 |  |   |
| Male  | 16 %                                  | 53 %                         | 10 %                            | 1 %                                      | 20 %                                      |
| Female  | 26 %                                  | 56 %                         | 9 %                             | 5 %                                      | 4 %                                       |
| Gender not filled out   | 0 %                                   | 67 %                         | 33 %                            | 0 %                                      | 0 %                                       |

**Strongly Agree**      **Agree**      **Disagree**      **Strongly Disagree**      **Unsure/No Response**

***Question 7 – My opinions seem to count in the fire department.***

|                       |     |      |      |     |      |
|-----------------------|-----|------|------|-----|------|
| Male                  | 7 % | 28 % | 17 % | 4 % | 44 % |
| Female                | 2 % | 40 % | 14 % | 7 % | 37 % |
| Gender not filled out | 0 % | 0 %  | 33 % | 0 % | 67 % |

***Question 8 – The mission of the fire department make me feel like my work is important.***

|                       |      |      |      |     |      |
|-----------------------|------|------|------|-----|------|
| Male                  | 26 % | 58 % | 2 %  | 2 % | 12 % |
| Female                | 44 % | 37 % | 9 %  | 0 % | 10 % |
| Gender not filled out | 33 % | 0 %  | 33 % | 0 % | 34 % |

***Question 9 – My co-workers are committed to doing quality work and providing good service.***

|                       |      |      |      |     |      |
|-----------------------|------|------|------|-----|------|
| Male                  | 27 % | 57 % | 4 %  | 0 % | 12 % |
| Female                | 33 % | 53 % | 5 %  | 0 % | 9 %  |
| Gender not filled out | 33 % | 34 % | 33 % | 0 % | 0 %  |

***Question 10 – I have a good friend at work.***

|                       |      |      |      |     |     |
|-----------------------|------|------|------|-----|-----|
| Male                  | 42 % | 44 % | 5 %  | 0 % | 9 % |
| Female                | 42 % | 49 % | 5 %  | 0 % | 4 % |
| Gender not filled out | 0 %  | 67 % | 33 % | 0 % | 0 % |

***Question 11 - I have talked with someone about my progress since the beginning of the year.***

|                       |      |      |      |     |      |
|-----------------------|------|------|------|-----|------|
| Male                  | 17 % | 42 % | 27 % | 2 % | 12 % |
| Female                | 35 % | 39 % | 14 % | 5 % | 7 %  |
| Gender not filled out | 0 %  | 67 % | 33 % | 0 % | 0 %  |

***Question 12 – I have had the opportunity at work to learn and grow over the past year.***

|                       |      |      |     |     |      |
|-----------------------|------|------|-----|-----|------|
| Male                  | 26 % | 63 % | 2 % | 1 % | 8 %  |
| Female                | 37 % | 54 % | 2 % | 2 % | 5 %  |
| Gender not filled out | 0 %  | 67 % | 0 % | 0 % | 33 % |



**Strongly Agree**      **Agree**      **Disagree**      **Strongly Disagree**      **Unsure/No Response**

**Question 13 – Having 4 people on every rig is very important.**

|                              |      |      |     |     |      |
|------------------------------|------|------|-----|-----|------|
| <b>Male</b>                  | 66 % | 23 % | 1 % | 0 % | 10 % |
| <b>Female</b>                | 70 % | 21 % | 0 % | 0 % | 9 %  |
| <b>Gender not filled out</b> | 67 % | 33 % | 0 % | 0 % | 0 %  |

**Question 14 – There are too many people in the administration.**

|                              |      |      |      |     |      |
|------------------------------|------|------|------|-----|------|
| <b>Male</b>                  | 11 % | 20 % | 16 % | 4 % | 49 % |
| <b>Female</b>                | 9 %  | 9 %  | 23 % | 5 % | 54 % |
| <b>Gender not filled out</b> | 33 % | 0 %  | 0 %  | 0 % | 67 % |

**Question 15 – The fire department provides good customer service.**

|                              |      |      |     |     |     |
|------------------------------|------|------|-----|-----|-----|
| <b>Male</b>                  | 49 % | 46 % | 1 % | 0 % | 4 % |
| <b>Female</b>                | 44 % | 54 % | 0 % | 0 % | 2 % |
| <b>Gender not filled out</b> | 67 % | 33 % | 0 % | 0 % | 0 % |

**Question 16 – Fire prevention and fire education is part of my job.**

|                              |      |      |     |     |      |
|------------------------------|------|------|-----|-----|------|
| <b>Male</b>                  | 30 % | 61 % | 4 % | 1 % | 4 %  |
| <b>Female</b>                | 42 % | 56 % | 2 % | 0 % | 0 %  |
| <b>Gender not filled out</b> | 33 % | 33 % | 0 % | 0 % | 33 % |

## APPENDIX D

## Survey Results by Seniority

|  | <u><a href="#">Strongly Agree</a></u> | <u><a href="#">Agree</a></u> | <u><a href="#">Disagree</a></u> | <u><a href="#">Strongly Disagree</a></u> | <u><a href="#">Unsure/No Response</a></u> |
|--|---------------------------------------|------------------------------|---------------------------------|--|---|
| <b>Question 1 – I know what is expected of me at work.</b>               |                                       |                              |                                 |  |   |
| <i>Less than two years</i>   | 59 %                                  | 39 %                         | 0 %                             | 0 %                                      | 2 %                                       |
| <i>2 to 5 years</i>  | 62 %                                  | 36 %                         | 0 %                             | 0 %                                      | 2 %                                       |
| <i>6 to 10 years</i>   | 79 %                                  | 21 %                         | 0 %                             | 0 %                                      | 0 %                                       |
| <i>11 to 15 years</i>  | 55 %                                  | 43 %                         | 0 %                             | 0 %                                      | 2 %                                       |
| <i>16 or more years</i>  | 74 %                                  | 26 %                         | 0 %                             | 0 %                                      | 0 %                                       |
| <i>Years not filled out</i>  | 0 %                                   | 100 %                        | 0 %                             | 0 %                                      | 0 %                                       |
| <b>Question 2 – I have the tools and equipment I need to do my job.</b>  |                                       |                              |                                 |  |   |
| <i>Less than two years</i>   | 37 %                                  | 59 %                         | 2 %                             | 0 %                                      | 2 %                                       |
| <i>2 to 5 years</i>  | 30 %                                  | 51 %                         | 4 %                             | 0 %                                      | 15 %                                      |
| <i>6 to 10 years</i>   | 38 %                                  | 51 %                         | 4 %                             | 0 %                                      | 7 %                                       |
| <i>11 to 15 years</i>  | 33 %                                  | 54 %                         | 5 %                             | 0 %                                      | 8 %                                       |
| <i>16 or more years</i>  | 44 %                                  | 49 %                         | 3 %                             | 0 %                                      | 4 %                                       |
| <i>Years not filled out</i>  | 0 %                                   | 100 %                        | 0 %                             | 0 %                                      | 0 %                                       |
| <b>Question 3 –At work, I have the opportunity to do what I do best.</b> |                                       |                              |                                 |  |   |
| <i>Less than two years</i>   | 20 %                                  | 47 %                         | 8 %                             | 0 %                                      | 25 %                                      |
| <i>2 to 5 years</i>  | 23 %                                  | 62 %                         | 2 %                             | 0 %                                      | 13 %                                      |
| <i>6 to 10 years</i>   | 21 %                                  | 60 %                         | 9 %                             | 0 %                                      | 10 %                                      |
| <i>11 to 15 years</i>  | 18 %                                  | 63 %                         | 6 %                             | 0 %                                      | 13 %                                      |
| <i>16 or more years</i>  | 21 %                                  | 63 %                         | 5 %                             | 0 %                                      | 11 %                                      |
| <i>Years not filled out</i>  | 0 %                                   | 0 %                          | 0 %                             | 0 %                                      | 100 %                                     |

**Strongly  
Agree****Agree****Disagree****Strongly  
Disagree****Unsure/No  
Response****Question 4 – In the last month, I received recognition for doing good work.**

|                             |      |      |      |      |      |
|-----------------------------|------|------|------|------|------|
| <b>Less than two years</b>  | 8 %  | 49 % | 10 % | 2 %  | 31 % |
| <b>2 to 5 years</b>         | 6 %  | 66 % | 11 % | 0 %  | 17 % |
| <b>6 to 10 years</b>        | 15 % | 32 % | 24 % | 8 %  | 21 % |
| <b>11 to 15 years</b>       | 11 % | 31 % | 26 % | 13 % | 19 % |
| <b>16 or more years</b>     | 5 %  | 46 % | 17 % | 9 %  | 23 % |
| <b>Years not filled out</b> | 0 %  | 0 %  | 50 % | 0 %  | 50 % |

**Questions 5 - My supervisor seems to care about me as a person.**

|                             |      |      |     |      |      |
|-----------------------------|------|------|-----|------|------|
| <b>Less than two years</b>  | 35 % | 43 % | 2 % | 0 %  | 20 % |
| <b>2 to 5 years</b>         | 32 % | 49 % | 4 % | 0 %  | 15 % |
| <b>6 to 10 years</b>        | 19 % | 55 % | 0 % | 0 %  | 26 % |
| <b>11 to 15 years</b>       | 20 % | 54 % | 4 % | 2 %  | 20 % |
| <b>16 or more years</b>     | 28 % | 41 % | 5 % | 5 %  | 21 % |
| <b>Years not filled out</b> | 0 %  | 50 % | 0 % | 50 % | 0 %  |

**Question 6 – There is someone in the fire department that encourages my development.**

|                             |      |      |      |     |      |
|-----------------------------|------|------|------|-----|------|
| <b>Less than two years</b>  | 23 % | 57 % | 8 %  | 0 % | 12 % |
| <b>2 to 5 years</b>         | 28 % | 53 % | 9 %  | 0 % | 10 % |
| <b>6 to 10 years</b>        | 23 % | 49 % | 11 % | 0 % | 17 % |
| <b>11 to 15 years</b>       | 11 % | 56 % | 13 % | 7 % | 13 % |
| <b>16 or more years</b>     | 5 %  | 53 % | 9 %  | 2 % | 31 % |
| <b>Years not filled out</b> | 0 %  | 50 % | 50 % | 0 % | 0 %  |

**Strongly  
Agree****Agree****Disagree****Strongly  
Disagree****Unsure/No  
Response****Question 7 – My opinions seem to count in the fire department.**

|                             |      |      |      |     |      |
|-----------------------------|------|------|------|-----|------|
| <b>Less than two years</b>  | 14 % | 23 % | 10 % | 2 % | 51 % |
| <b>2 to 5 years</b>         | 0 %  | 30 % | 17 % | 0 % | 53 % |
| <b>6 to 10 years</b>        | 4 %  | 32 % | 13 % | 6 % | 45 % |
| <b>11 to 15 years</b>       | 6 %  | 22 % | 24 % | 9 % | 39 % |
| <b>16 or more years</b>     | 7 %  | 39 % | 19 % | 5 % | 30 % |
| <b>Years not filled out</b> | 0 %  | 50 % | 50 % | 0 % | 0 %  |

**Question 8 – The mission of the fire department make me feel like my work is important.**

|                             |      |      |     |     |      |
|-----------------------------|------|------|-----|-----|------|
| <b>Less than two years</b>  | 47 % | 45 % | 0 % | 0 % | 8 %  |
| <b>2 to 5 years</b>         | 26 % | 68 % | 0 % | 0 % | 6 %  |
| <b>6 to 10 years</b>        | 40 % | 38 % | 9 % | 0 % | 13 % |
| <b>11 to 15 years</b>       | 20 % | 48 % | 6 % | 6 % | 20 % |
| <b>16 or more years</b>     | 18 % | 69 % | 2 % | 2 % | 9 %  |
| <b>Years not filled out</b> | 0 %  | 50 % | 0 % | 0 % | 50 % |

**Question 9 – My co-workers are committed to doing quality work and providing good service.**

|                             |      |      |      |     |      |
|-----------------------------|------|------|------|-----|------|
| <b>Less than two years</b>  | 29 % | 51 % | 6 %  | 0 % | 14 % |
| <b>2 to 5 years</b>         | 15 % | 66 % | 8 %  | 0 % | 11 % |
| <b>6 to 10 years</b>        | 22 % | 53 % | 6 %  | 0 % | 19 % |
| <b>11 to 15 years</b>       | 28 % | 61 % | 0 %  | 0 % | 11 % |
| <b>16 or more years</b>     | 44 % | 52 % | 2 %  | 0 % | 2 %  |
| <b>Years not filled out</b> | 0 %  | 0 %  | 50 % | 0 % | 50 % |

|  | <u><a href="#">Strongly Agree</a></u> | <u><a href="#">Agree</a></u> | <u><a href="#">Disagree</a></u> | <u><a href="#">Strongly Disagree</a></u> | <u><a href="#">Unsure/No Response</a></u> |
|--|---------------------------------------|------------------------------|---------------------------------|--|---|
| <b>Question 10 – I have a good friend at work.</b> |                                       |                              |                                 |  |   |
| <i>Less than two years</i>                         | 53 %                                  | 29 %                         | 4 %                             | 0 %                                      | 14 %                                      |
| <i>2 to 5 years</i>                                | 45 %                                  | 47 %                         | 2 %                             | 0 %                                      | 6 %                                       |
| <i>6 to 10 years</i>                               | 39 %                                  | 53 %                         | 2 %                             | 0 %                                      | 6 %                                       |
| <i>11 to 15 years</i>                              | 37 %                                  | 46 %                         | 7 %                             | 0 %                                      | 9 %                                       |
| <i>16 or more years</i>                            | 37 %                                  | 47 %                         | 11 %                            | 0 %                                      | 5 %                                       |
| <i>Years not filled out</i>                        | 0 %                                   | 100 %                        | 0 %                             | 0 %                                      | 0 %                                       |

**Question 11 - I have talked with someone about my progress since the beginning of the year.**

|                             |      |      |      |     |      |
|-----------------------------|------|------|------|-----|------|
| <i>Less than two years</i>  | 33 % | 35 % | 24 % | 2 % | 6 %  |
| <i>2 to 5 years</i>         | 19 % | 47 % | 19 % | 0 % | 15 % |
| <i>6 to 10 years</i>        | 24 % | 49 % | 15 % | 6 % | 6 %  |
| <i>11 to 15 years</i>       | 15 % | 44 % | 28 % | 2 % | 11 % |
| <i>16 or more years</i>     | 7 %  | 35 % | 37 % | 2 % | 19 % |
| <i>Years not filled out</i> | 0 %  | 50 % | 50 % | 0 % | 0 %  |

**Question 12 – I have had the opportunity at work to learn and grow over the past year.**

|                             |      |      |     |     |      |
|-----------------------------|------|------|-----|-----|------|
| <i>Less than two years</i>  | 35 % | 59 % | 2 % | 0 % | 4 %  |
| <i>2 to 5 years</i>         | 34 % | 64 % | 2 % | 0 % | 0 %  |
| <i>6 to 10 years</i>        | 38 % | 56 % | 2 % | 0 % | 4 %  |
| <i>11 to 15 years</i>       | 22 % | 61 % | 0 % | 4 % | 13 % |
| <i>16 or more years</i>     | 12 % | 68 % | 4 % | 4 % | 12 % |
| <i>Years not filled out</i> | 0 %  | 50 % | 0 % | 0 % | 50 % |

|  | <u><b>Strongly Agree</b></u> | <u><b>Agree</b></u> | <u><b>Disagree</b></u> | <u><b>Strongly Disagree</b></u> | <u><b>Unsure/No Response</b></u> |
|--|------------------------------|---------------------|------------------------|---------------------------------|----------------------------------|
| <b>Question 13 – Having 4 people on every rig is very important.</b> |                              |                     |                        |                                 |                                  |
| <i>Less than two years</i>   | 55 %                         | 27 %                | 0 %                    | 0 %                             | 18 %                             |
| <i>2 to 5 years</i>  | 60 %                         | 32 %                | 0 %                    | 0 %                             | 8 %                              |
| <i>6 to 10 years</i>   | 74 %                         | 19 %                | 0 %                    | 0 %                             | 7 %                              |
| <i>11 to 15 years</i>  | 70 %                         | 20 %                | 2 %                    | 0 %                             | 8 %                              |
| <i>16 or more years</i>  | 75 %                         | 14 %                | 0 %                    | 0 %                             | 11 %                             |
| <i>Years not filled out</i>  | 0 %                          | 100 %               | 0 %                    | 0 %                             | 0 %                              |

|   |      |      |      |     |      |
|---|------|------|------|-----|------|
| <b>Question 14 – There are too many people in the administration.</b> |      |      |      |     |      |
| <i>Less than two years</i>  | 2 %  | 12 % | 14 % | 0 % | 72 % |
| <i>2 to 5 years</i>   | 4 %  | 15 % | 19 % | 2 % | 60 % |
| <i>6 to 10 years</i>  | 13 % | 17 % | 24 % | 8 % | 38 % |
| <i>11 to 15 years</i>   | 17 % | 26 % | 11 % | 2 % | 44 % |
| <i>16 or more years</i>   | 16 % | 19 % | 16 % | 7 % | 42 % |
| <i>Years not filled out</i>   | 50 % | 50 % | 0 %  | 0 % | 0 %  |

|  |      |       |     |     |     |
|--|------|-------|-----|-----|-----|
| <b>Question 15 – The fire department provides good customer service.</b> |      |       |     |     |     |
| <i>Less than two years</i>   | 53 % | 45 %  | 0 % | 0 % | 2 % |
| <i>2 to 5 years</i>  | 34 % | 64 %  | 0 % | 0 % | 2 % |
| <i>6 to 10 years</i>   | 51 % | 43 %  | 0 % | 0 % | 6 % |
| <i>11 to 15 years</i>  | 52 % | 41 %  | 2 % | 0 % | 5 % |
| <i>16 or more years</i>  | 52 % | 44 %  | 2 % | 0 % | 2 % |
| <i>Years not filled out</i>  | 0 %  | 100 % | 0 % | 0 % | 0 % |

|  |      |      |     |     |      |
|--|------|------|-----|-----|------|
| <b>Question 16 – Fire prevention and fire education is part of my job.</b> |      |      |     |     |      |
| <i>Less than two years</i>   | 49 % | 45 % | 4 % | 0 % | 2 %  |
| <i>2 to 5 years</i>  | 28 % | 66 % | 4 % | 0 % | 2 %  |
| <i>6 to 10 years</i>   | 34 % | 60 % | 4 % | 0 % | 2 %  |
| <i>11 to 15 years</i>  | 24 % | 68 % | 2 % | 0 % | 6 %  |
| <i>16 or more years</i>  | 28 % | 61 % | 4 % | 2 % | 5 %  |
| <i>Years not filled out</i>  | 0 %  | 50 % | 0 % | 0 % | 50 % |

## APPENDIX E

## Survey Results by Rank

|  | Strongly Agree | Agree | Disagree | Strongly Disagree | Unsure/No Response |
|--|----------------|-------|----------|-------------------|--------------------|
|--|----------------|-------|----------|-------------------|--------------------|

**HQuestion 1 – I know what is expected of me at work.**

|                       |      |       |     |     |     |
|-----------------------|------|-------|-----|-----|-----|
| H Chief               | 75 % | 25 %  | 0 % | 0 % | 0 % |
| H Captain             | 66 % | 32 %  | 0 % | 0 % | 2 % |
| H FMO                 | 71 % | 29 %  | 0 % | 0 % | 0 % |
| H Firefighter         | 63 % | 35 %  | 0 % | 0 % | 2 % |
| H Rank not filled out | 0 %  | 100 % | 0 % | 0 % | 0 % |

**HQuestion 2 – I have the tools and equipment I need to do my job.**

|                       |      |       |     |     |     |
|-----------------------|------|-------|-----|-----|-----|
| H Chief               | 50 % | 50 %  | 0 % | 0 % | 0 % |
| H Captain             | 30 % | 58 %  | 4 % | 0 % | 8 % |
| H FMO                 | 44 % | 45 %  | 4 % | 0 % | 7 % |
| H Firefighter         | 37 % | 53 %  | 4 % | 0 % | 6 % |
| H Rank not filled out | 0 %  | 100 % | 0 % | 0 % | 0 % |

**HQuestion 3 – At work, I have the opportunity to do what I do best.**

|                       |      |      |      |     |      |
|-----------------------|------|------|------|-----|------|
| H Chief               | 25 % | 62 % | 0 %  | 0 % | 13 % |
| H Captain             | 14 % | 68 % | 8 %  | 0 % | 10 % |
| H FMO                 | 29 % | 58 % | 4 %  | 0 % | 9 %  |
| H Firefighter         | 20 % | 54 % | 6 %  | 0 % | 20 % |
| H Rank not filled out | 0 %  | 50 % | 50 % | 0 % | 0 %  |

**HQuestion 4 – In the last month, I received recognition for doing good work.**

|                       |      |      |       |      |      |
|-----------------------|------|------|-------|------|------|
| H Chief               | 0 %  | 88 % | 12 %  | 0 %  | 0 %  |
| H Captain             | 13 % | 32 % | 27 %  | 7 %  | 21 % |
| H FMO                 | 9 %  | 38 % | 18 %  | 11 % | 24 % |
| H Firefighter         | 8 %  | 51 % | 12 %  | 5 %  | 24 % |
| H Rank not filled out | 0 %  | 0 %  | 100 % | 0 %  | 0 %  |

H

H

**Strongly Agree      Agree      Disagree      Strongly Disagree      Unsure/No Response**

H

**Question 5 – My supervisor seems to care about me as a person.**

|                       |      |      |     |     |      |
|-----------------------|------|------|-----|-----|------|
| H Chief               | 50 % | 38 % | 0 % | 0 % | 12 % |
| H Captain             | 9 %  | 53 % | 7 % | 3 % | 28 % |
| H FMO                 | 31 % | 45 % | 0 % | 2 % | 22 % |
| H Firefighter         | 33 % | 48 % | 2 % | 2 % | 15 % |
| H Rank not filled out | 50 % | 0 %  | 0 % | 0 % | 0 %  |

**HQuestion 6 – There is someone on the fire department that encourages my development as a person.**

|                       |      |      |      |     |      |
|-----------------------|------|------|------|-----|------|
| H Chief               | 12 % | 88 % | 0 %  | 0 % | 0 %  |
| H Captain             | 13 % | 55 % | 13 % | 1 % | 18 % |
| H FMO                 | 15 % | 58 % | 11 % | 4 % | 12 % |
| H Firefighter         | 22 % | 48 % | 9 %  | 2 % | 19 % |
| H Rank not filled out | 0 %  | 50 % | 0 %  | 0 % | 50 % |

H

**HQuestion 7 – My opinions seem to count in the fire department.**

|                       |     |       |      |     |      |
|-----------------------|-----|-------|------|-----|------|
| H Chief               | 0 % | 100 % | 0 %  | 0 % | 0 %  |
| H Captain             | 6 % | 39 %  | 17 % | 4 % | 34 % |
| H FMO                 | 5 % | 24 %  | 18 % | 6 % | 47 % |
| H Firefighter         | 7 % | 23 %  | 17 % | 5 % | 48 % |
| H Rank not filled out | 0 % | 0 %   | 50 % | 0 % | 50 % |

H

**HQuestion 8 – The mission of the fire department makes me feel like my work is important.**

|                       |      |      |      |     |      |
|-----------------------|------|------|------|-----|------|
| H Chief               | 25 % | 75 % | 0 %  | 0 % | 0 %  |
| H Captain             | 22 % | 61 % | 3 %  | 0 % | 14 % |
| H FMO                 | 29 % | 51 % | 4 %  | 2 % | 15 % |
| H Firefighter         | 34 % | 51 % | 3 %  | 2 % | 9 %  |
| H Rank not filled out | 0 %  | 0 %  | 50 % | 0 % | 50 % |

H

H



**Strongly Agree      Agree      Disagree      Strongly Disagree      Unsure/No Response**

H

**Question 9 – My co-workers are committed to doing quality work and providing good service.**

|                              |      |       |     |     |      |
|------------------------------|------|-------|-----|-----|------|
| H <b>Chief</b>               | 62 % | 38 %  | 0 % | 0 % | 0 %  |
| H <b>Captain</b>             | 30 % | 62 %  | 1 % | 0 % | 7 %  |
| H <b>FMO</b>                 | 31 % | 47 %  | 7 % | 0 % | 15 % |
| H <b>Firefighter</b>         | 24 % | 57 %  | 6 % | 0 % | 13 % |
| H <b>Rank not filled out</b> | 0 %  | 100 % | 0 % | 0 % | 0 %  |

H

**HQuestion 10 – I have a good friend at work.**

|                              |      |      |      |     |      |
|------------------------------|------|------|------|-----|------|
| H <b>Chief</b>               | 38 % | 50 % | 0 %  | 0 % | 12 % |
| H <b>Captain</b>             | 34 % | 48 % | 12 % | 0 % | 6 %  |
| H <b>FMO</b>                 | 44 % | 45 % | 4 %  | 0 % | 7 %  |
| H <b>Firefighter</b>         | 46 % | 43 % | 2 %  | 0 % | 9 %  |
| H <b>Rank not filled out</b> | 0 %  | 50 % | 0 %  | 0 % | 50 % |

H

**HQuestion 11 – I have talked with someone about my progress since the beginning of the year.**

|                              |      |      |      |     |      |
|------------------------------|------|------|------|-----|------|
| H <b>Chief</b>               | 25 % | 63 % | 0 %  | 0 % | 12 % |
| H <b>Captain</b>             | 11 % | 46 % | 30 % | 3 % | 10 % |
| H <b>FMO</b>                 | 20 % | 40 % | 24 % | 2 % | 14 % |
| H <b>Firefighter</b>         | 23 % | 39 % | 24 % | 2 % | 11 % |
| H <b>Rank not filled out</b> | 0 %  | 50 % | 50 % | 0 % | 0 %  |

H

**HQuestion 12 – I have had the opportunity at work to learn and grow over the past year.**

|                              |      |       |     |     |      |
|------------------------------|------|-------|-----|-----|------|
| H <b>Chief</b>               | 37 % | 63 %  | 0 % | 0 % | 0 %  |
| H <b>Captain</b>             | 21 % | 62 %  | 1 % | 1 % | 15 % |
| H <b>FMO</b>                 | 29 % | 62 %  | 0 % | 2 % | 7 %  |
| H <b>Firefighter</b>         | 30 % | 61 %  | 3 % | 2 % | 4 %  |
| H <b>Rank not filled out</b> | 0 %  | 100 % | 0 % | 0 % | 0 %  |

H

**Strongly Agree      Agree      Disagree      Strongly Disagree      Unsure/No Response**

H

**HQuestion 13 – Having 4 people on every rig is very important**

|                              |       |      |     |     |      |
|------------------------------|-------|------|-----|-----|------|
| H <b>Chief</b>               | 87 %  | 13 % | 0 % | 0 % | 0 %  |
| H <b>Captain</b>             | 78 %  | 13 % | 1 % | 0 % | 8 %  |
| H <b>FMO</b>                 | 62%   | 24 % | 0 % | 0 % | 14 % |
| H <b>Firefighter</b>         | 61 %  | 29 % | 0 % | 0 % | 10 % |
| H <b>Rank not filled out</b> | 100 % | 0 %  | 0 % | 0 % | 0 %  |

H

**HQuestion 14 – There are too many people in the administration.**

|                              |      |      |      |      |      |
|------------------------------|------|------|------|------|------|
| H <b>Chief</b>               | 0 %  | 0 %  | 62 % | 13 % | 25 % |
| H <b>Captain</b>             | 13 % | 28 % | 16 % | 4 %  | 39 % |
| H <b>FMO</b>                 | 11 % | 15 % | 16 % | 5 %  | 53 % |
| H <b>Firefighter</b>         | 10 % | 16 % | 15 % | 2 %  | 57 % |
| H <b>Rank not filled out</b> | 50 % | 0 %  | 0 %  | 0 %  | 50 % |

H

**HQuestion 15 – The fire department is provides good customer service.**

|                              |       |      |     |     |     |
|------------------------------|-------|------|-----|-----|-----|
| H <b>Chief</b>               | 100 % | 0 %  | 0 % | 0 % | 0 % |
| H <b>Captain</b>             | 53 %  | 42 % | 2 % | 0 % | 3 % |
| H <b>FMO</b>                 | 47 %  | 47 % | 0 % | 0 % | 6 % |
| H <b>Firefighter</b>         | 43 %  | 53 % | 1%  | 0 % | 3 % |
| H <b>Rank not filled out</b> | 50 %  | 50 % | 0 % | 0 % | 0 % |

H

**HQuestion 16 – Fire prevention and fire education is part of my job.**

|                              |      |      |     |     |     |
|------------------------------|------|------|-----|-----|-----|
| H <b>Chief</b>               | 50 % | 50 % | 0 % | 0 % | 0 % |
| H <b>Captain</b>             | 32 % | 63 % | 1 % | 0 % | 3 % |
| H <b>FMO</b>                 | 22 % | 73 % | 2 % | 0 % | 4 % |
| H <b>Firefighter</b>         | 35 % | 54 % | 5 % | 1 % | 5 % |
| H <b>Rank not filled out</b> | 50 % | 50 % | 0 % | 0 % | 0 % |

H

H

## APPENDIX F

| OPINION SURVEY   | Strongly | Agree | Unsure | Disagree | Strongly |
|--|----------|-------|--------|----------|----------|
| H  | Agree    |       |        |          | Disagree |
| HI know what is expected of me at work.  |          |       |        |          |          |
| HI have the tools and equipment I need to do my job.                           |          |       |        |          |          |
| HAt work, I have the opportunity to do what I do best.                         |          |       |        |          |          |
| HIIn the last month, I received recognition for doing good work.               |          |       |        |          |          |
| HMy supervisor seems to care about me as a person.                             |          |       |        |          |          |
| HThere is someone on the fire department that encourages my development.       |          |       |        |          |          |
| HMy opinions seem to count on the fire department.                             |          |       |        |          |          |
| HThe mission of the Fire Department makes me feel like my work is important.   |          |       |        |          |          |
| HMy coworkers are committed to doing quality work and providing good service.  |          |       |        |          |          |
| HI have a good friend at work.   |          |       |        |          |          |
| HI have talked with someone about my progress since the beginning of the year. |          |       |        |          |          |
| HI have had the opportunity at work to learn and grow over the past year.      |          |       |        |          |          |
| HHaving 4 people on every rig is very important.                               |          |       |        |          |          |
| HThere are too many people in the administration.                              |          |       |        |          |          |
| HThe Fire Department provides good customer service.                           |          |       |        |          |          |
| HFire Prevention and Fire Education is part of my job.                         |          |       |        |          |          |

H

Compared to the past, the fire department is better now  
because\_\_\_\_\_

\_\_\_\_\_

Compared to the past, the fire department has not addressed a problem  
with\_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

The most important problem that the fire department faces in the future  
is\_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

|                         |                     |              |               |                |            |
|-------------------------|---------------------|--------------|---------------|----------------|------------|
| <b>Rank</b>             | Chief               | Captain      | FMO           | Firefighter    | Civilian   |
| <b>Years on the job</b> | Less than two years | 2 to 5 years | 6 to 10 years | 11 to 15 years | 16 or more |
| <b>Gender</b>           | Female              | Male         |               |                |            |

Thank you for your honest opinion!